



GES EMEA

Impact Report & Roadmap to Net Zero 2025

#GrowTogether



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Executive Summary



Executive Summary

2025 was a pivotal year for GES under new ownership of Truelink, marked by continued business growth, international expansion, and meaningful progress on our Net Zero and social impact commitments, building on ESG principles that have been embedded across the business.

Our Environmental Performance



↓ **23%**

emissions vs 2023 baseline



↓ **8.5%**

YoY emissions despite growth



↓ **19.4%**

YoY emissions intensity per employee

Total emissions:

5,904.79
tCO₂e

Scope 1:

472.72
tCO₂e

Scope 2:

249.00
tCO₂e

Scope 3:

5,183.07
tCO₂e

Key Emissions Highlights - 2023 vs 2025



Flooring:

↓ **29%**
(from 2,366.6 to 1,685.0 tCO₂e)



Business Travel-Air:

↓ **42%**
(from 896.3 to 519.4 tCO₂e)



Graphics:

↓ **11%**
(from 868.1 to 776.4 tCO₂e)



Vehicles:

↓ **19%**
(from 334.7 to 272.0 tCO₂e)



Purchased Goods-Sites:

↓ **66.1%**
(from 1,012.7 to 343.8 tCO₂e)



Scope 2:

↑ **62%**
due to expanded operations and improved data collection

Our Social Performance



↑ **15.5%**

employees (453 to 523)



41.5%

female representation



30+

nationalities



1,143.5

training days delivered



↑ **12%**

shows delivered
(335 to 374)



Office footprint expanded to

15

locations across

8

countries

Community Partnerships

Connection
Crew



NHP

Living connected and fulfilling lives

Looking Ahead

GES is on track to meet its **Net Zero Carbon Events Pledge**, targeting a **50% reduction by 2030** and **Net Zero by 2050**, driven by priority initiatives across **materials, systems, travel, and operations**, alongside continued investment in **fair work, wellbeing, and community partnerships**.

Who We Are & Our Ambition



We Are GES EMEA

GES operates at scale across EMEA, delivering end-to-end exhibition and live event services through a strong network of regional offices, production facilities and on-the-ground teams. Our footprint spans the UK, Europe, the Middle East and India, enabling us to support clients consistently while remaining close to local venues and supply partners, and ensuring compliance with local regulations.

Each year, we deliver hundreds of shows across the EMEA region (374 in 2025), supporting a wide range of organisers, agencies and exhibitors with exhibition build, graphics, event operations, logistics and digital services. Our teams manage everything from complex, multi-venue programmes to single-event delivery, combining creativity and innovation with operational expertise, ensuring projects are safe, efficient and executed to a consistently high standard.

We work closely with trusted regional supply chains, combining central standards with local expertise to improve efficiency, quality and reliability across all markets. This approach allows us to scale delivery, mitigate risk and maintain flexibility, while giving clients confidence that their events are being delivered by experienced teams who understand both the local and regional landscape.

Alongside this operational strength, ESG considerations are embedded into how we run the business and deliver events, supporting responsible procurement, reducing waste and emissions, and helping clients meet their own sustainability goals through practical, measurable actions that align with live event delivery.

The following pages focus on the environmental and social performance of our operations, including operational emissions and key social KPIs across the region. In line with the 2024 report, data from our subsidiary, Visit, is included within GES Exhibitions EMEA, but will be excluded from future GES EMEA reporting to improve representativeness.



Leadership Message

“2025 has been an exciting and pivotal year for GES. Under our new ownership with Truelink, we’ve expanded into new markets and continued to grow our global presence. With that growth has come both opportunity and complexity, and what I’m most proud of is that ESG has been embedded into the business from the very start of this next chapter. As we’ve expanded our operations and increased our workforce to support that growth, we’ve focused on innovation that strengthens both our performance and our resilience. From investing in more efficient processes to developing facilities like our new Paris site, we are building a business that is fit for the future, scalable, sustainable and aligned with our long-term commitments. None of this would be possible without the dedication, creativity and hard work of our teams. The progress we’ve made this year is a direct result of their commitment, and I’m incredibly proud of everything we’ve achieved together.”

Jason Stead - President

“This year has been one of meaningful progress for GES, both environmentally and socially. We’re proud of the initiatives we’ve delivered and the way ESG continues to be embedded across everything we do, from strategy and operations to culture and partnerships. Key highlights include the continued rollout of Rewind®, the expansion of Show Build Live (SBL), our partnership with the National House Project, and the ongoing work with Connection Crew. These initiatives demonstrate how sustainability is being translated into practical action across our business and our industry. Crucially, despite significant business growth, we achieved an 8.5% reduction in emissions in 2025. This is a clear signal that growth and sustainability can and must go hand in hand. As this report shows, we’ve built strong foundations, and I’m excited about the projects and progress we’ll deliver in 2026 and beyond.”

Kate Holliday - Head of ESG



2025 Performance Snapshot



↑15.5%

employees (453 to 523)



41.5%

female representation



30+

nationalities



1,143.5

training days delivered



↑12%

shows delivered
(335 to 374)



Office footprint expanded to

15

locations across

8

countries



↓23%

emissions vs 2023
baseline



↓8.5%

YoY emissions
despite growth



↓19.4%

YoY emissions
intensity per
employee

Total emissions:

**5,904.79
tCO₂e**

Scope 1:

**472.72
tCO₂e**

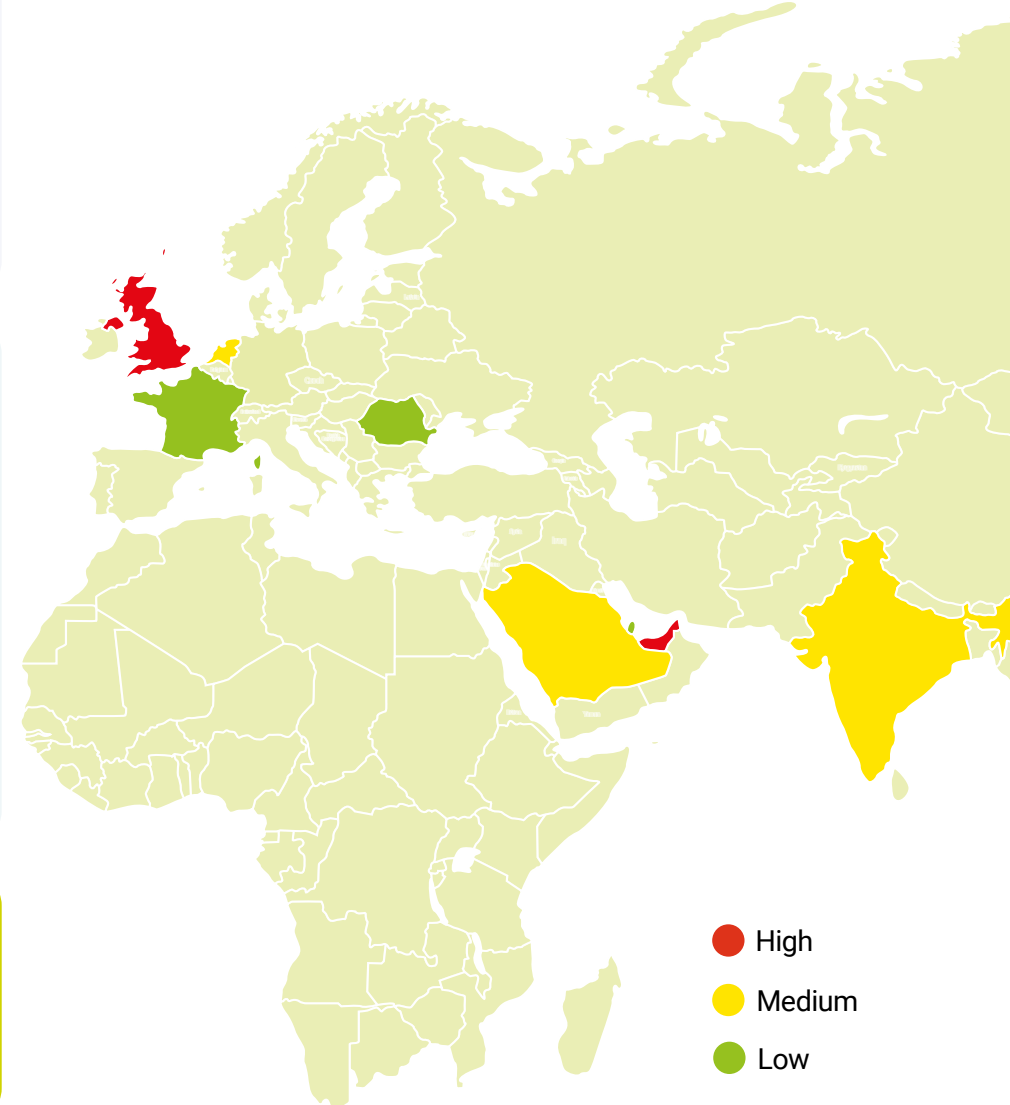
Scope 2:

**249.00
tCO₂e**

Scope 3:

**5,183.07
tCO₂e**

Absolute emissions intensity by country



Our Environmental Performance



2025 Emissions Snapshot

In 2025, we delivered a significant decoupling of growth and emissions.



Reducing total location-based emissions by

↓ 8.5%

year-on-year.

Achieving a

↓ 23%

reduction against our 2023 baseline.

This progress was delivered alongside significant business growth, including a 15.5% increase in our global workforce and continued international expansion, supported by improved data quality, targeted initiatives and more representative emissions reporting in 2025 and operational changes.

Emissions intensity fell to 11.29 tCO₂e per employee, representing a

↓ 19.4%

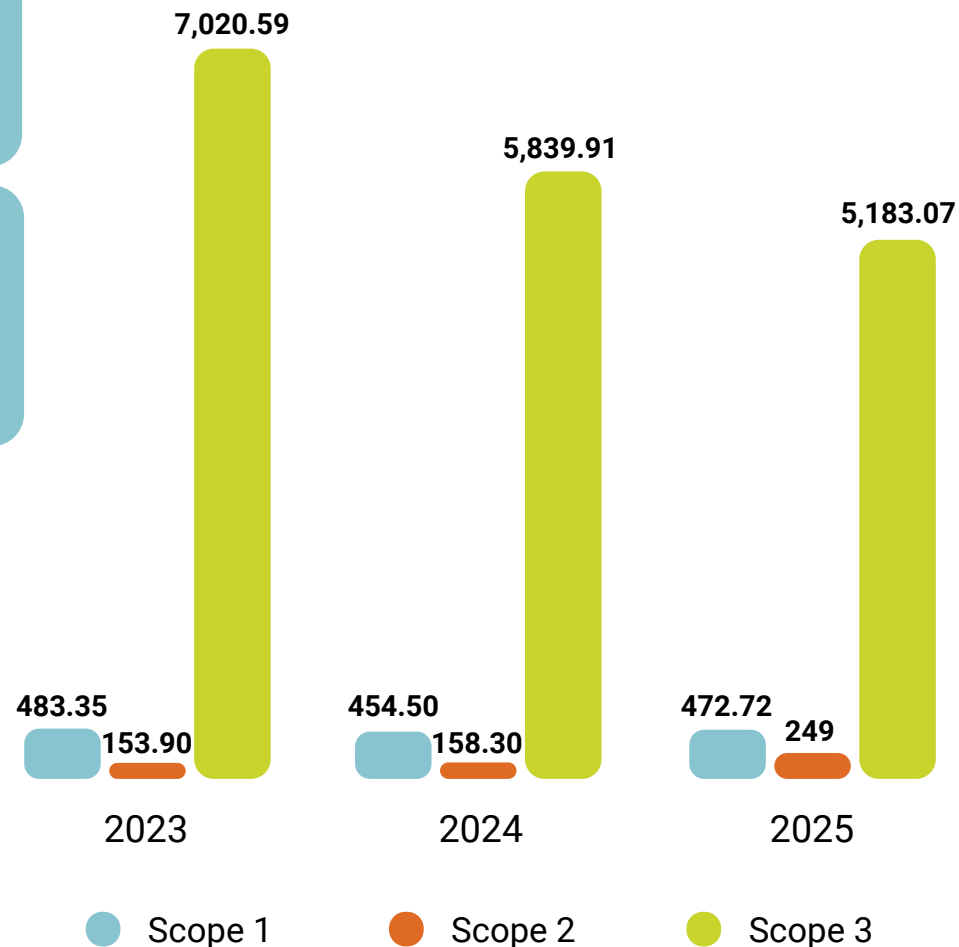
year-on-year reduction.

That's a decrease of

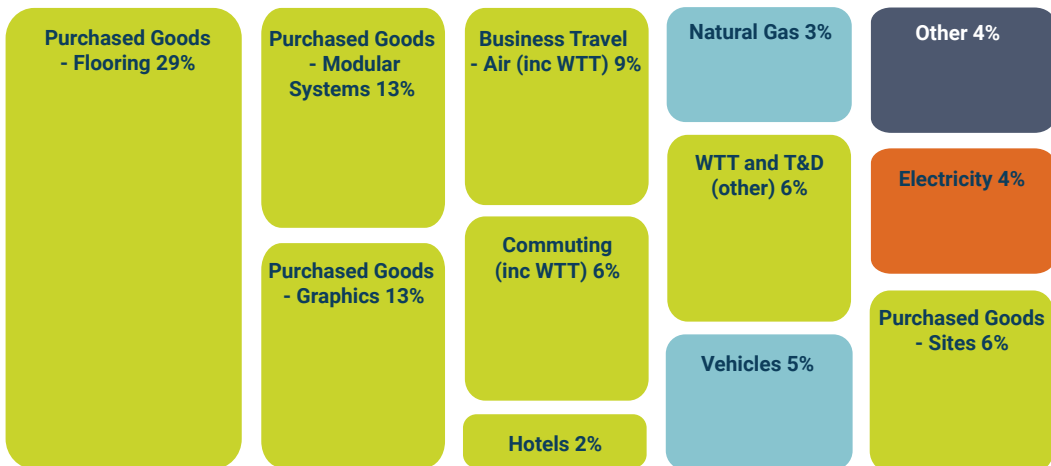
↓ 44%

versus 2023.

Detailed Breakdown - YoY Comparison (tCO₂e)





2025 Emissions Breakdown by Category (tCO₂e)




Scope 1

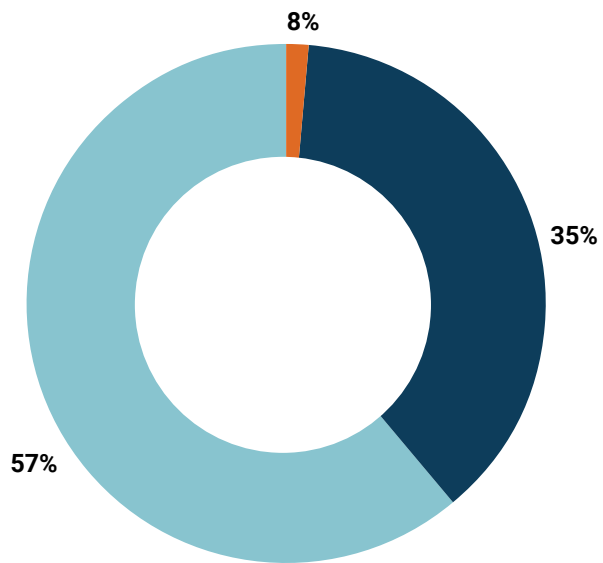
Direct emissions from sources we own or control, such as fuel used in company vehicles, machinery and office, warehouse and site gas use.

With accurate **multi-country reporting now in place**, our 2025 Scope 1 footprint gives us the clearest view yet.


 reached 472.72 tCO₂e in 2025

2%
 below 2023.

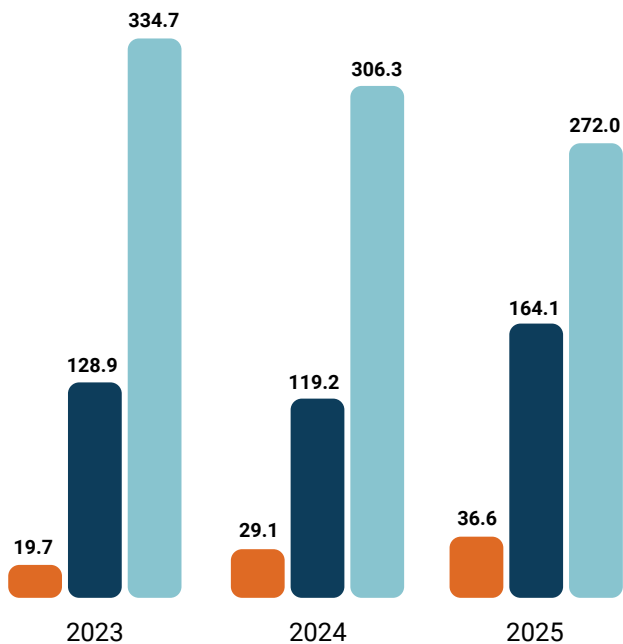

 Commercial vehicles and employee fuel card emissions fell, following a reduction of
↓10,474.52 Litres
 of fuel used, compared to 2024. This is due to the locations of shows in 2025. Meanwhile, improved reporting revealed an increase in forklift and natural gas emissions. These are priority reduction targets for 2026.

Detailed Breakdown - 2025 (tCO₂e)



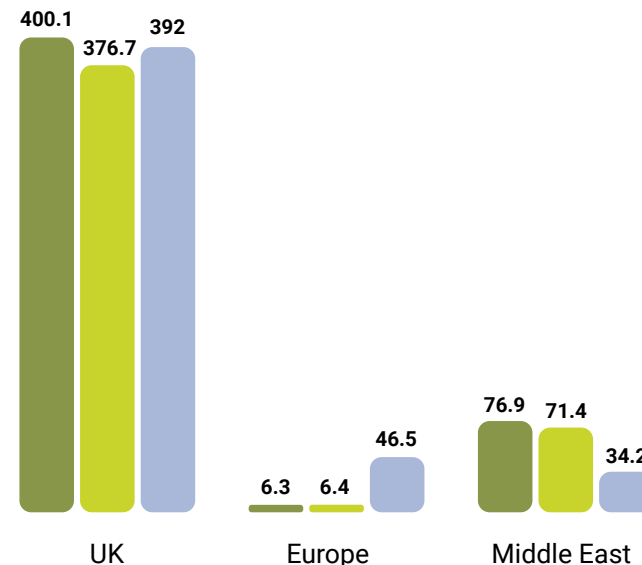
● Forklift Fuel
 ● Natural Gas
 ● Vehicles

Detailed Breakdown - YoY Comparison (tCO₂e)



● Forklift Fuel
 ● Natural Gas
 ● Vehicles

YoY By Region



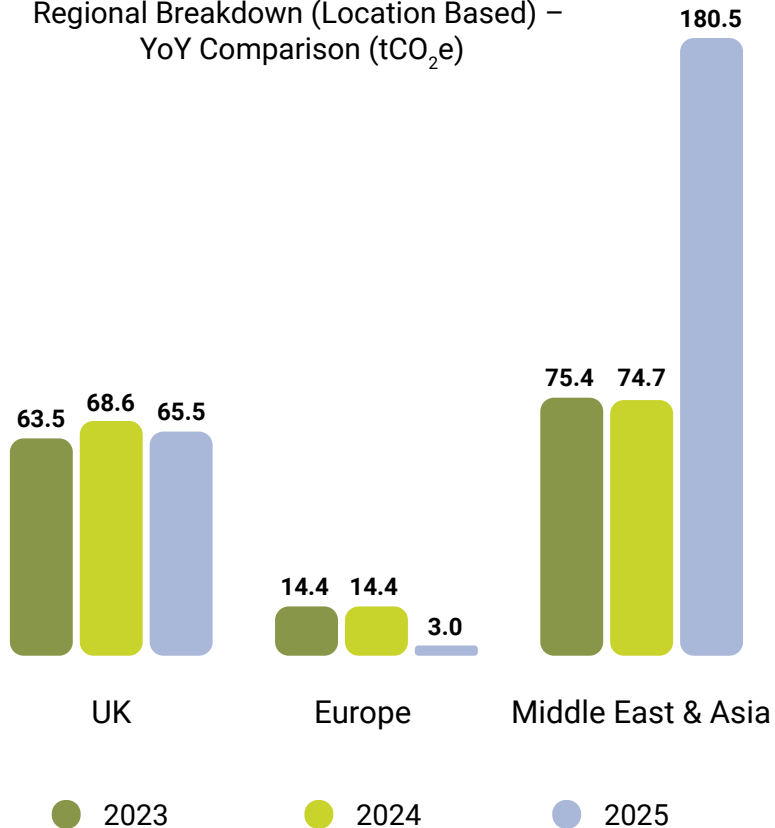
● 2023
 ● 2024
 ● 2025

Scope 2

Indirect emissions from the electricity, heating or cooling we purchase and use across our offices, warehouses and sites.

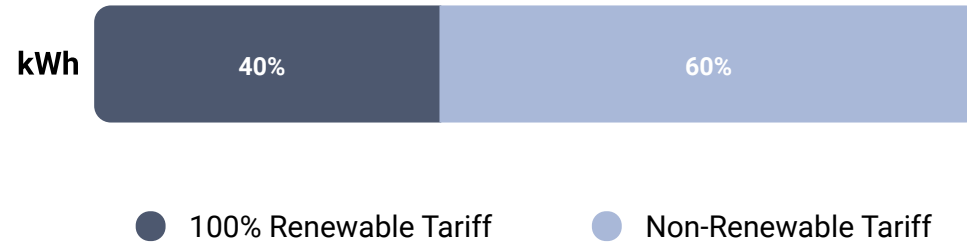
The reporting of our 2025 Scope 2 footprint is stronger and **more representative**, rising to 249.0 tCO₂e as **fuller reporting across the Middle East & Asia** and **new offices** give us a far more complete picture. Nearly all of this comes from on-site electricity use, with emissions from electric vehicles now close to zero.

Regional Breakdown (Location Based) – YoY Comparison (tCO₂e)



Scope 2 emissions for the UK remained stable at **65.5 tCO₂e**, while the UAE increased to **176.2 tCO₂e** with full data now captured. Saudi Arabia rose to **3.8 tCO₂e** following the opening of a new warehouse and office, reflecting a shift to full local operations and reduced reliance on stock and staff movements from Dubai. Qatar, India, France and Romania appear in our reporting for the first time with small but accurate figures, while the Netherlands declined to **1.9 tCO₂e**.

Renewable vs Non-Renewable Electricity Mix (2025)



In 2025, we sourced

40%

of our electricity from

100%

renewable supply.

This is a strong step towards our strategy to **increase renewable use year on year.**

Scope 3 Main Reductions (2023 vs. 2025)

Indirect emissions across our wider value chain, including purchased goods and materials, supply chain activity, travel and logistics.

Scope 3 emissions were reduced by **↓11%** year-on-year in 2025, reaching **5,183.07 tCO₂e**, below the 2023 baseline.

reaching **↓26%** below the 2023 baseline.

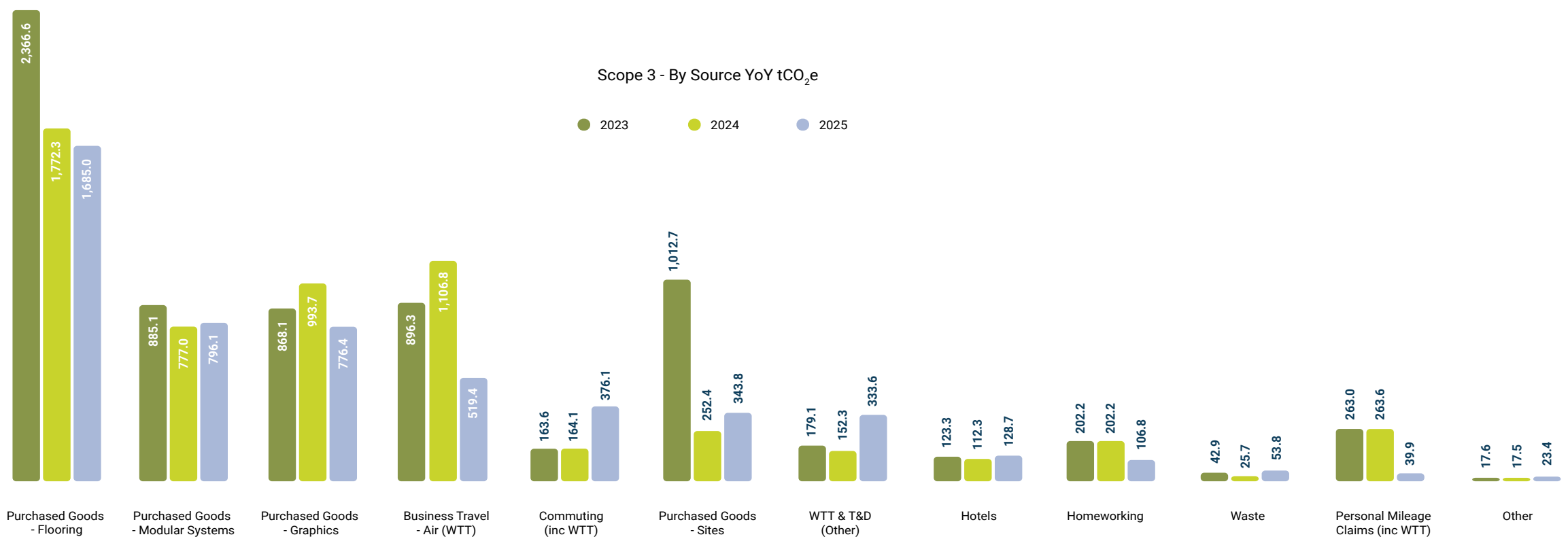
Flooring:
↓29%
(from 2,366.6 to 1,685.0 tCO₂e)

Business Travel-Air:
↓42%
(from 896.3 to 519.4 tCO₂e)

Graphics:
↓11%
(from 868.1 to 776.4 tCO₂e)

Homeworking:
↓47%
(from 202.2 to 106.8 tCO₂e)

Purchased Goods-Sites:
↓66.1%
(from 1,012.7 to 343.8 tCO₂e)



Progress vs. 2030 Target



In 2025, we cut total location-based emissions by

↓8.5%

year-on-year and

↓23%

compared with the 2023 baseline, alongside significant business growth and expansion.

NET ZERO CARBON EVENTS

Net Zero Carbon Events Pledge

As a signatory to the Net Zero Carbon Events Pledge, GES is aligned with the Paris Agreement goal of Net Zero emissions by 2050. This commits GES to a 50% reduction by 2030 (3,964 tCO₂e) and continued reductions towards Net Zero by 2050 (2,715 tCO₂e).



Annual pathway to 2030:

8%

per year
576.2 tCO₂e ahead of schedule



2030 Target:

↓50%

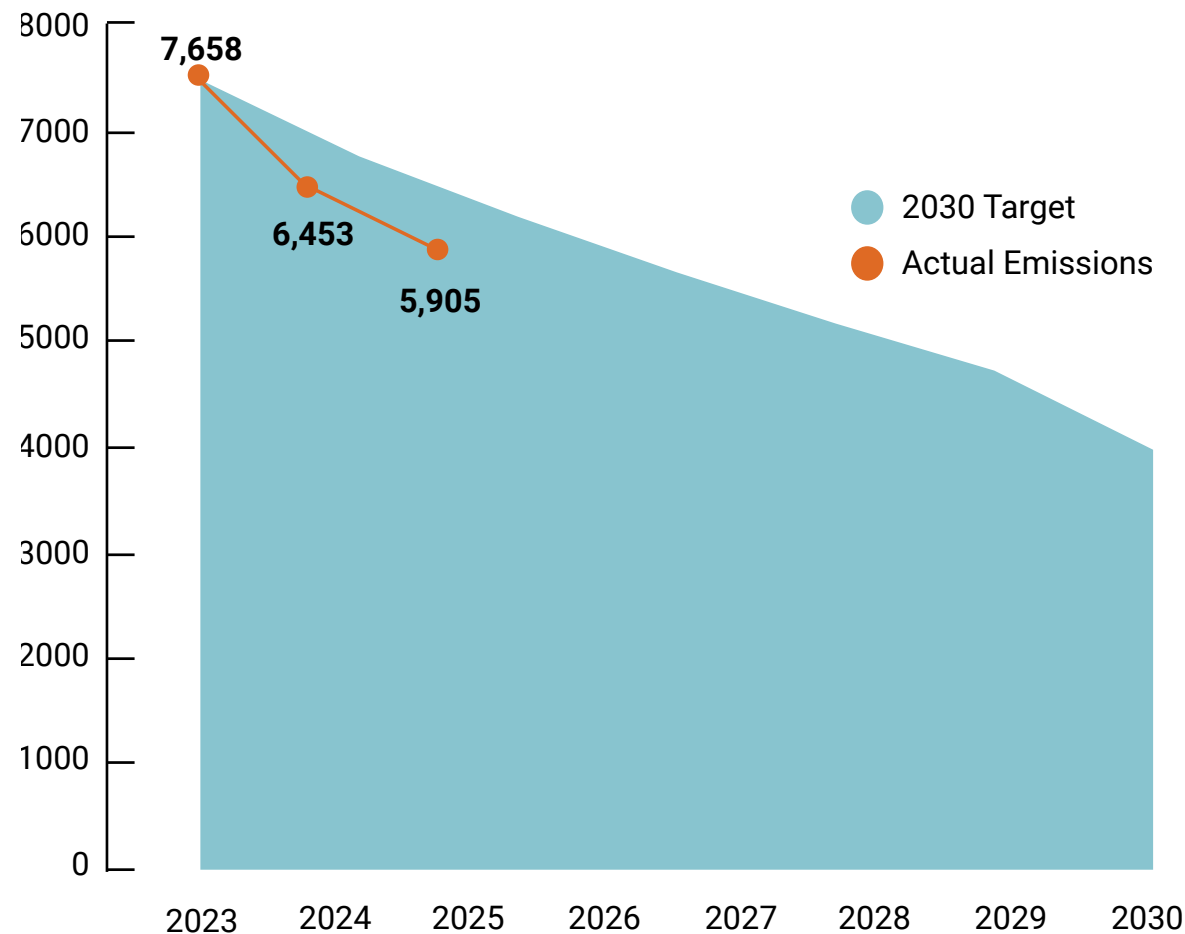
vs. baseline.



2050 Target:

NET ZERO

Actual vs Target Pathway to 2030 (tCO₂e)



Case Study

Driving Net Zero Action Through Data Materiality

GES has strengthened its sustainability strategy by implementing a structured approach to emissions data, enabling clearer accountability, better decision-making, and measurable reductions across operations and supply chains.

The Challenge

GES's emissions **data was fragmented, inconsistent, and often incomplete**, making it difficult to prioritise reduction initiatives or track progress towards Net Zero goals.

Information Was Often:

- Inconsistent across departments and regions
- Missing for key operational and supply chain categories
- **Difficult to consolidate for reporting** and strategic planning

Risks: poor visibility of emissions hotspots, duplicated effort in data collection, missed reduction opportunities, and slower implementation of Net Zero initiatives.

What We Did

GES delivered a series of data materiality workshops and engagement sessions to review emissions data, identify gaps, and clarify accountability. Actions from these workshops were structured and tracked to ensure measurable progress towards Net Zero goals.

Key Actions

- Facilitated workshops to **review emissions footprint, identify gaps**, and prioritise high-impact areas
- Engaged operational teams to standardise data collection processes and clarify responsibility
- Delivered **regional and management workshops** to upskill teams on targets, governance, and reduction initiatives
- Onboarded a central **carbon management system** and emissions dashboard to support **consistent tracking and monitoring** across the organisation
- **Engaged suppliers** to identify emissions hotspots and inform the supplier engagement strategy

The Impact - Environmental



Clear identification of emissions hotspots across operations and supply chains



Improved data quality enabling more accurate reporting and emissions tracking



Structured, prioritised actions aligned to 2025 reduction goals



Social

- Teams empowered with knowledge of Net Zero targets and governance requirements
- Cross-functional collaboration strengthened, with clearer roles and accountability

Business

- Enhanced decision-making through consistent, reliable emissions data
- Reduced duplication of work and manual reporting
- Centralised tracking of emissions reduction projects enables measurable progress

What's Next

- Continued monitoring and refinement of data collection processes
- Expansion of supplier engagement initiatives
- Integration of tracking dashboards to support executive decision-making
- Identification of further operational efficiencies and emissions reduction opportunities

Internal Feedback:

"We now have clarity and control over our emissions data – a game-changer for our Net Zero strategy."

Case Study

Scaling Sustainable Flooring Across The UK And EU

GES has accelerated the adoption of recyclable, lower-carbon flooring solutions across its UK and EU operations, embedding circular design principles into material selection and delivering measurable reductions in carbon, energy use and water consumption at scale.

The Challenge

Flooring is one of the highest-volume materials used in exhibition builds, making it a **powerful lever for reducing environmental impact** at scale.

By increasing the use of recyclable, lower-impact materials, we have the **opportunity to significantly reduce carbon emissions, water use and energy consumption** – while maintaining performance, durability and aesthetic quality for clients.

What We Did

Working closely with our supply chain partners, we accelerated the large-scale adoption of Rewind®, a 100% recyclable, latex-free, mono-material carpet system. By repositioning Rewind® as our primary flooring solution in the UK and significantly increasing its uptake across the EU, we embedded lifecycle thinking into material selection, strengthened closed-loop recovery pathways, and scaled a lower-carbon, water-free production alternative across two major regions within just 12 months.

Key Actions

- Prioritised **Rewind® as the default** flooring solution for UK and EU clients
- **Shifted procurement and sales strategy** towards lower-impact materials
- **Worked closely with suppliers** to support scalable recycling systems
- Enabled clients to access measurable environmental impact data
- **Rapid material transition at scale** across two major regions

“Great partnerships can really drive change. GES & MJ’s are at the forefront in improving sustainability in the exhibition industry. Their commitment to Rewind® carpet has strengthened our partnership & demonstrates their proactive approach to offer industry leading sustainable products & service.”

Keith Swain
General Manager, MJ’s

The Impact - Environmental



UK



EU



Social

- Clearer sustainable choices for clients and exhibitors
- Greater transparency around material impact
- Stronger collaboration across our supply chain
- Enhanced confidence in circular solutions

Business

- Delivery against our public Net Zero commitments
- Demonstrated ability to scale sustainable innovation commercially
- Strong alignment with client ESG priorities
- Measurable Scope 3 material reduction progress
- A replicable model for future material transitions

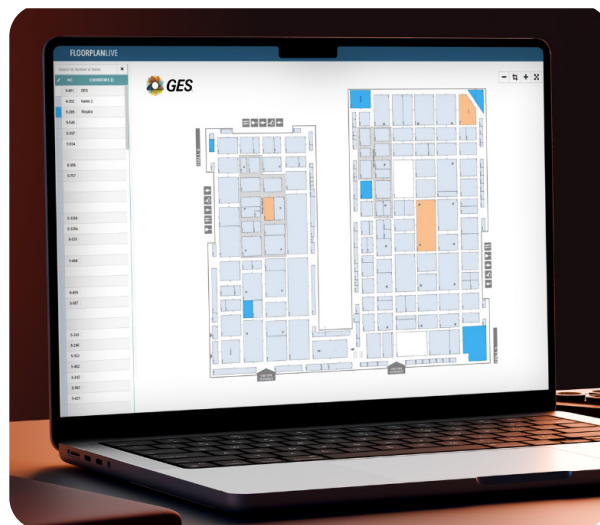
What’s Next

- Drive adoption beyond 80% share by end of 2026 in the UK and EU
- Expand rollout across the Middle East by 2027
- Further embed lifecycle data into carbon reporting systems

Case Study

Transforming Show Delivery With Show Build Live

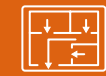
GES has transformed show delivery by replacing fragmented, paper-based processes with a single, real-time digital platform.



The Impact



230
total projects set up
as of today



9,700
A1 floorplans digitised and
uploaded as of today -
Printing reduced by >50%



200,000
tasks moved online
(A4/A3 printing largely eliminated)



4,300
paper forms replaced
with digital sign-off forms



472,000
files managed digitally



64,600
photos shared

The Challenge

Show builds were historically managed through **printed floorplans, spreadsheets, emails**, phone calls and duplicated documents.

Information Was Often:

- Out of date on site
- Inconsistent across teams
- Recreated multiple times

This led to more **errors, duplicated work, more waste**, and slower responses to exhibitors and clients.

Risks: inefficiency, poor visibility, higher material use and avoidable emissions.

What We Did

GES designed and implemented Show Build Live (SBL) — a central digital platform used pre-show, onsite and post-show, providing a single source of truth across all lines of business.

Key Actions

- Replaced printed floorplans, task sheets and schedules with **digital access**
- **Centralised all show information** in one live platform
- Introduced **structured digital task tracking** and reporting
- Reduced reliance on emails, calls and WhatsApp
- **Improved labour planning** and workload visibility
- Enabled **consistent data capture** for post-show reporting and planning

Social

- Less stress and confusion for onsite teams
- Reduced physical movement across show floors
- Clearer, more transparent communication with exhibitors

What's Next

- Expansion of the platform across regions and projects
- Enhancements to functionality and user experience
- Further optimisation of digital workflows and data use
- Supporting long-term operational efficiency and sustainability goals

Business

- Improved efficiency and accuracy
- Better planning of labour, materials and logistics
- Faster resolution of exhibitor queries, reducing stress on internal teams and improving the customer experience
- Clear data to spot recurring issues and improvement opportunities

"It revolutionised the way we work."

Ana Dranca
Business Processes Manager,
Central Planning

Looking Ahead



Looking Ahead: Reducing Carbon Emissions

Primary Reduction Initiatives



Scale adoption of Rewind® beyond 80% in the UK and Europe by end of 2026, with expansion across the Middle East by 2027.



Reduce emissions from Graphics through supplier collaboration and a transition to more sustainable alternatives.



Reduce emissions from modular stand systems in 2026 and beyond. Rollout of [the Edit](#); a Better Stands, Gold Accredited, reusable system; a high-spec, design-led collection of stands, with sustainability and innovation at their core.



Build on reductions in Business Travel through a comprehensive sustainable travel policy, improving data accuracy, travel practices and exploring sustainable hotel options.



Advance EV uptake through the launch of a Vehicle Salary Sacrifice Scheme in 2026, encouraging adoption alongside car-sharing, virtual meetings and local recruitment to reduce **Commuting-Related emissions**.

GES EMEA Wide Initiatives

Improved Data Quality & Reporting

Continuously improve the quality, consistency and coverage of emissions data across all categories, strengthening lifecycle data collection and carbon reporting to better inform decision-making and target reductions.

Supply Chain & Client Collaboration

Work more closely with key suppliers, contractors and clients to strengthen data sharing, drive innovation and accelerate emissions reductions across events through aligned sustainability practices.

Internal Engagement & Capability Building

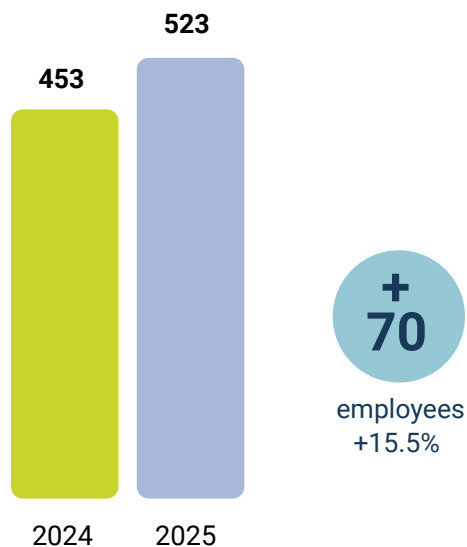
Embed sustainability through internal engagement, ESG training and onboarding, empowering teams across the business to accelerate delivery and support emissions reductions through day-to-day decision-making.

Our Social Performance



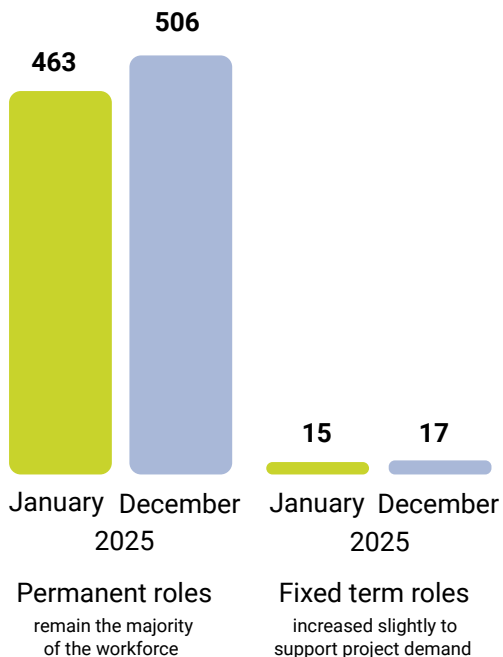
Our Workforce At A Glance

The GES workforce continued to grow in 2025, **increasing from 453 to 523 employees**, driven by operational demand across core markets. The organisation remains strongly anchored in permanent employment, supporting stability, capability and long-term skills, while maintaining flexibility where needed. Our people are primarily based in the UK and UAE, with an established and growing presence across Europe and other international markets, enabling GES to deliver consistently for clients while supporting local employment.



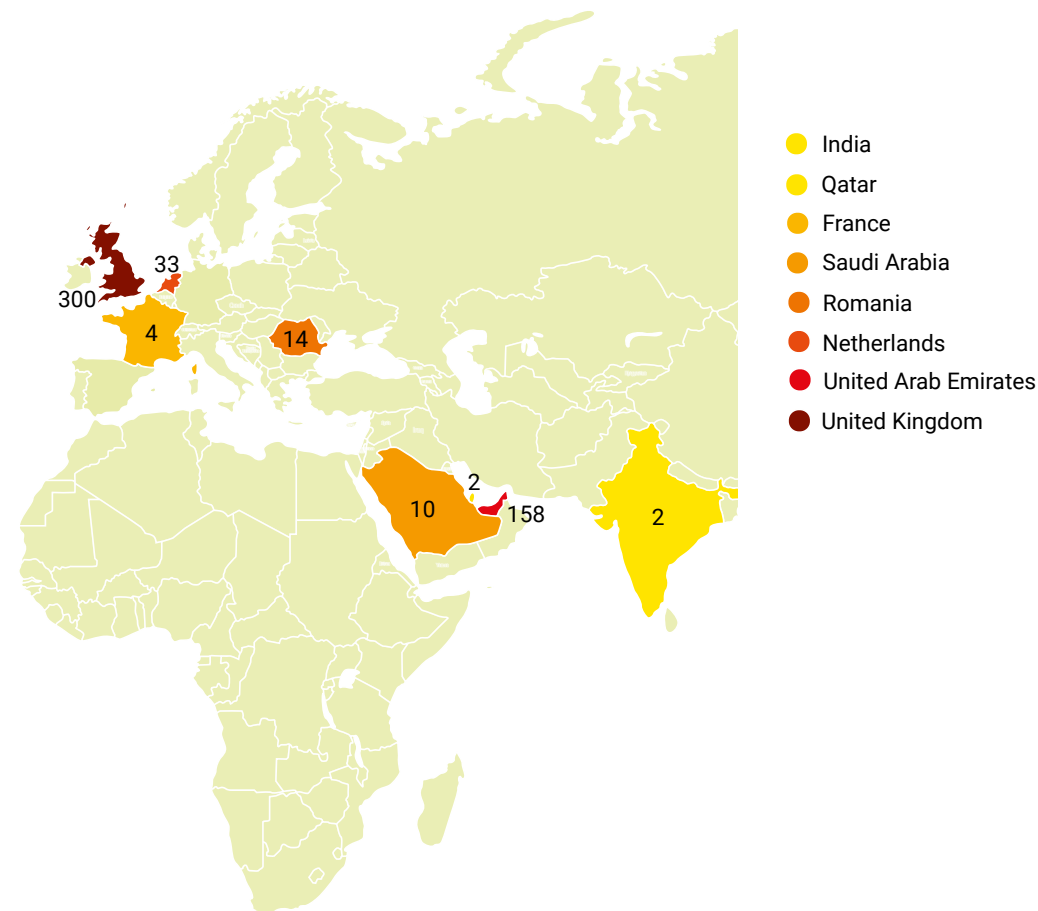
Workforce Growth

The GES workforce grew by **15.5% in 2025**, reflecting increased business activity and delivery needs.



Contract Type Split

Permanent roles continue to make up the vast majority of employment, supporting stability and long-term capability.

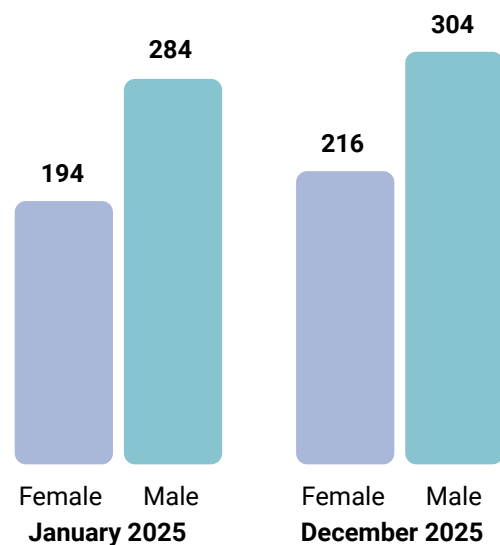


Employee Location

The majority of employees are based in the UK and UAE, supported by teams across Europe and other regions.

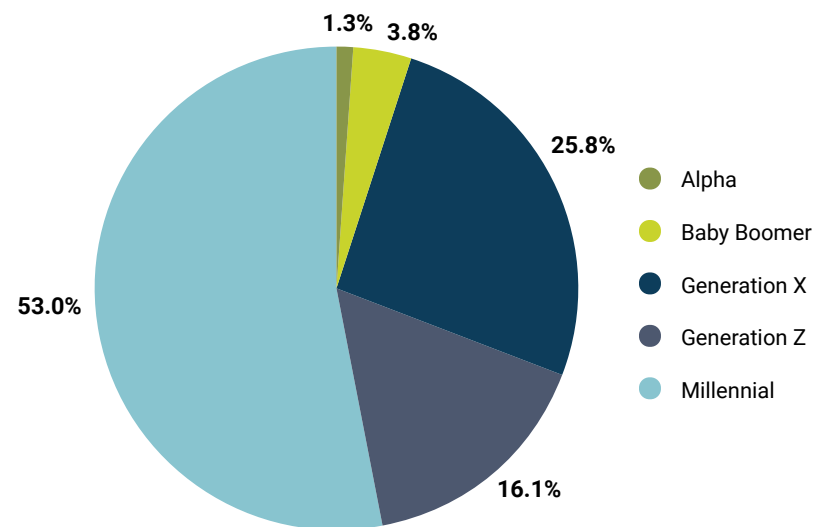
Diversity, Equity & Inclusion At GES

GES is committed to creating an inclusive workplace where people are respected, supported and able to thrive. A formal **Diversity, Equity & Inclusion (DEI) policy** applies across the business, ensuring fair treatment, equal opportunity and zero tolerance for discrimination or harassment across all stages of employment. The policy applies to all employees, workers and contractors, with accountability shared across leadership and the wider workforce.



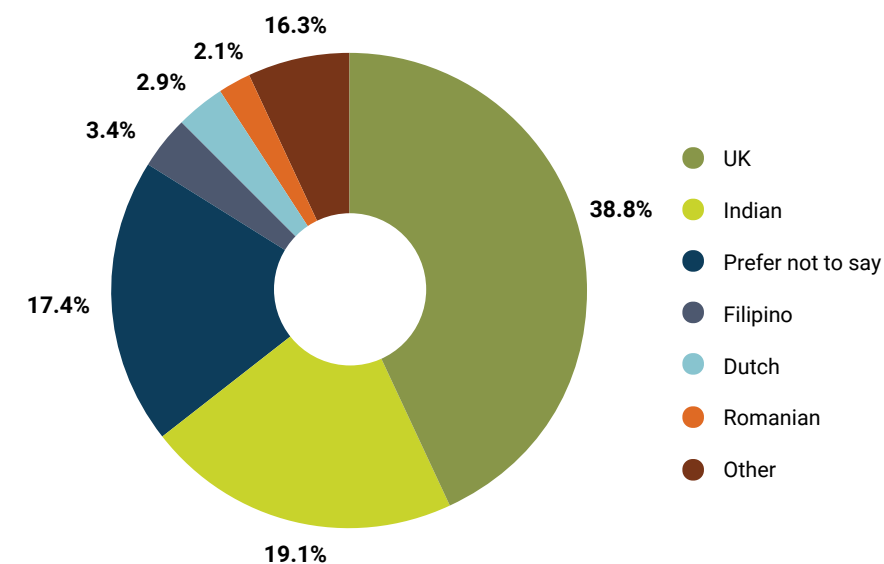
Gender Representation

Gender representation remained broadly consistent as overall employee numbers increased, with women representing 41.5% of the workforce in December 2025.



Generational Diversity

GES benefits from a multi-generational workforce, combining experience with emerging talent.



Nationality Insight

GES employs people from 30+ nationalities, reflecting the global nature of our work. GES employs a globally diverse workforce, with wide representation across Europe and Asia, supporting culturally diverse teams and international delivery.

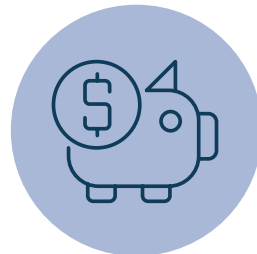
Fair Work & Wellbeing Foundations

GES has strong foundations in place to ensure fair treatment, wellbeing and employee voice across the business.



Employment Contracts

All employees receive written contracts



Fair Pay

All employees meet or exceed National Minimum Wage



Wellbeing Support

Employees receive health checks, holistic treatments, medical insurance and EAP



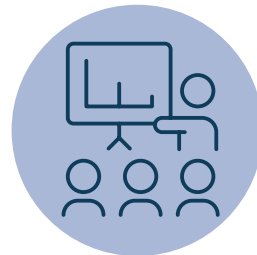
Employee Engagement

Our Culture Club provides employee voice and connection



Volunteering

Volunteering Policy and training is in place, encouraging community engagement and providing up to 2 paid volunteering days annually



Training & Development

1,145 days of training delivered across the business



Human Rights & Compliance

TRUE Compliance Policy in place, grounded in Trust, Responsibility, Understanding and Excellence. This covers fair labour practices, anti-slavery, equal opportunity, harassment prevention and ethical conduct

Case Study

Raising The Bar On Health & Safety For Contractors

GES has transformed event safety with digital training and real-time compliance tracking.



The Challenge

Exhibition build environments involve **hundreds of contractors**, varied skill levels and fast-paced delivery, all of which increase health and safety risk.

Historically, contractor training across the industry was inconsistent, and incident reporting relied on **paper-based processes**, making learning and prevention difficult.

Risks: injuries, unsafe behaviours, under-reporting, and repeated incidents.

What We Did

GES introduced a mandatory, role-specific contractor training and reporting programme, supported by digital systems.

Key Actions

- Mandatory health & safety training via the **Access platform**
- Training tailored by role (e.g. electricians, stand fitters)
- Mobile-first access for ease of completion
- Automated reminders and compliance tracking
- Training compliance embedded into **Show Build Live**
- QR code-based incident and near-miss reporting
- Mandatory toolbox talks for anyone not fully trained
- Active promotion of a **no-blame reporting culture**

The Impact



reduction in onsite incidents (2024 to 2025)



0

Reportable Health & Safety Incidents (RIDDOR)



750

contractors actively trained and tracked



75 to 90%

compliance range, depending on onboarding cycles



100%

onsite trained contractors

Faster, easier reporting = better data and visibility

What's Next

- Move from generic training to event-specific, practical modules
- Integrate with a wider Safety Culture platform
- Further reduce high-risk activities through design and materials
- Continued rollout and refinement across regions

Case Study

Creating Connections Through Live Events

At the beginning of 2025 GES undertook an internal engagement exercise to understand what social issues employees felt the business should prioritise. Feedback highlighted a clear preference to support initiatives focused on breaking down barriers, creating connections and combating loneliness and isolation – values closely aligned with the purpose of live events.

The events industry is fundamentally about bringing people together. It offers inclusive career pathways where individuals from diverse backgrounds can build skills and progress without following traditional routes into employment. However, many communities remain unaware of these opportunities or face barriers to accessing them.

Opportunity

Use GES's core expertise in live event delivery to create social value – expanding awareness of the industry, supporting inclusive employment pathways and building meaningful connections that reduce isolation. This direction informed the development of partnerships with organisations whose missions align with these goals, including the National House Project and Connection Crew.



Connection Crew-Inclusive crewing in action What We Did



GES partnered with Connection Crew - a social enterprise who provide skilled event crew and create access to work that pays the London Living Wage for people affected by homelessness. We worked together to deliver skilled event crewing whilst embedding measurable social and environmental impact into live event delivery.

The Impact

 **2,132**
total hours delivered
by Connection Crew


London Living Wage
work, skills development
and progression

 **515**
social impact hours
(paid work supporting
skills development and
progression)

 **1.63**
tCO₂e
from unavoidable crew activity,
offset via Connection Crew's
Carbon Levy

Value To GES

- Access to a skilled and inclusive labour pool supporting complex event delivery
- Strengthened responsible sourcing aligned with GES values and commitments
- Clear, auditable social and environmental impact data supporting transparency and reporting

What's Next

- Scaling the partnership in 2026 to increase impact per hour delivered.

National House Project Supporting Pathways To Independence

What We Did

Built a long-term partnership with National House Project and Sandwell Local House Project to support young people leaving care through skills development, experience and financial support.



Value To GES

- Purposeful employee engagement and community connection
- Skills development through applied events expertise
- Contribution to measurable long-term impact



The Impact



Improved confidence, employability and life skills



Mentoring and real-world exposure to professional environments



One Sandwell participant secured a part-time apprenticeship with GES

~£25,000

Total value contributed through employee-led fundraising and in-kind support



Jason Stead, GES President serves as Trustee of the NHP

What's Next

- Partnership extended into 2026
- Creation of a Wellbeing Fund for projects and Innovation Award (fund) for young adults to apply for
- Annual fundraising event and office visits
- Continued volunteering, awards funding and leadership involvement



Have A Question?

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#GrowTogether